



**City of Fremont Media Kit**  
Housing Navigation Center

## **Fremont Housing Navigation Center**

### **○ Overview**

- A Housing Navigation Center is a facility that transitions those experiencing homelessness into permanent housing, stabilization, and self-sufficiency, through coordinated services.
- In Fremont, the Center will provide those in need with a clean, safe, calm, and flexible environment to rebuild their lives and intensely focus on finding stable permanent housing.
- The Center will help transition vulnerable, homeless community members into more stable housing, with the ultimate goal to end their homelessness once and for all.

### **○ Site Location**

- Parking Lot at Fremont City Hall, 3300 Capitol Ave. (rear area)
- This site location is within one-half mile of food and bus services, located outside of a fault trace zone, not subject to the hazard of surface fault ruptures, and has utility connection points available.

### **○ Project Timeline**

- Apr. 2019 — Fremont City Council passed a Shelter Crisis Resolution which authorized Staff to pursue implementation of a Housing Navigation Center
- July & Aug. 2019 — the Fremont community engaged in a critical dialogue, involving three public meetings as well as a survey to determine site selection for the HNC
- Sept. 2019 — City Council voted unanimously 7-0 to move forward with the project to build the Housing Navigation Center adjacent to City Hall
- Feb. 2020 — ground was broken for the construction of the project
- Aug. 31, 2020 — grand opening

### **○ On Site Services**

- No walk-ins
- Adults only, pets will be permitted
- Up to 6 month stay
- One-on-one intensive housing case management
- Linkages to other needed services such as job training and behavioral health support
- Hygiene facilities
- Meal services
- Placement to permanent and supportive housing
- Management and operations plan
- 24/7 staffing and security
- A safe, clean, calm and flexible environment to rebuild lives

### **○ Participant Eligibility and Selection**

- Homeless individuals that are 18 or older will be eligible to participate in the Center. When determining eligibility, the City will be using the U.S. Department of Housing and Urban Development (HUD) definition of “homeless” which is “someone living or residing in a place not suitable for human habitation (i.e. vehicle, on the street, abandoned building).”

- Participants will be vetted using a standardized assessment process whereby the provider reviews different domains and community priorities including length of time homelessness, vulnerabilities such as health-related needs, etc.
  - Participants will also be selected and prioritized based on the City and community's active list of encampments, and based on those who score as the 'most vulnerable' on the Coordinated Entry priority list, also known as the By Name List. Part of the assessment will review whether the client has the capacity to live in dorm-style living.
  - Approximately 50% of the beds (initially limited to a total of 25) will be selected from proximity to the Navigation Center (half from that district) and 50% from the Tri-Cities (Fremont, Newark or Union City) By-Name List outlined above.
- **Project Operator**
    - After a review of information was conducted and interviews were held with six raters, Bay Area Community Service ([BACS - https://www.bayareacs.org](https://www.bayareacs.org)) was selected to be the operator of Fremont's temporary Housing Navigation Center. BACS, which has operated in Fremont since 1974, runs the BACS South County Wellness Center and also operates the Berkeley STAIR Center, Oakland's two Navigation Centers, and was selected to be the operator for a Navigation Center in Hayward.
    - The Navigation Center model is already operating successfully in other cities. Fremont's Center will be modeled after Berkeley's successful Housing Navigation (STAIR) Center that reported an **82%** success rate in the fall of 2019, prior to the pandemic. In late 2019, Hayward opened a center operated by BACS and the Vallejo City Council approved funding for a Navigation Center in May 2019. This is the first Housing Navigation Center in the Tri-Cities.

## Operations and Logistics

- **Official opening date — when will the first tenants be housed?**  
It is hoped that the first participants will be invited into the facility in September after they have been approached and screened by Bay Area Community Service Outreach Workers.
- **What is the total capacity and modified capacity due to COVID-19?**  
The facility has been constructed to house 45 participants, however with COVID and social distancing requirements the number has been reduced to 25. It is still anticipated that participants will be connected to permanent housing opportunities within a 6-month time frame.
- **Who will select the tenants, have any potential residents already been identified?**  
The City of Fremont Human Services Department has been collecting the names of homeless individuals who have expressed interest in the Navigation Center, and referrals have been made by City social workers, Police, Code Enforcement and other social service agencies such as the BACS Wellness Day Center for the Homeless. Outreach will also be done in the Central Business District as well as encampments, and the City will also use the By-Name List to identify high need homeless Tri-City residents who might be HNC candidates.
- **Will there be regular data updates and information shared with the Public?**  
Yes, Bay Area Community Services (BACS), the operator of the Center, will be providing regular updates to the public on the number of participants enrolled in the program and successful

outcomes as individuals are placed in housing, obtain jobs, obtain services, etc. City staff will provide updates to the City Council as well as the general public through reports and the City's community newsletter, City News.

- **How long is the Center planned to operate?**

The Center is planned to operate for 5 years. BACS signed a 3-year operating agreement with option to renew for another 2 years. At the end of 5 years the City may consider whether to continue or end the project.

## **Project Construction**

- **Project hurdles and unexpected success with components of the project**

Construction of the project proceeded rapidly, although construction activities were briefly halted at the onset of COVID19 pandemic, then adapted to comply with County Health Orders and the City certified the construction to be an essential activity. The project required coordinating among three contractors (modular buildings, utilities and site preparation, and fencing) and four private utility companies (PG&E, Alameda County Water Company, Union Sanitary District, and Comcast). Also, some extra design time was spent on ensuring the best configuration for the restroom and showering bungalow. It will be a highly used area of the facility and the City wanted to ensure adequate plumbing, sturdy fixtures, and a measure of privacy for participants.

- **HNC Art mural details**

An art competition and selection process was conducted by the City's Art Review Board. The artist selected to execute the project was Cameron Moberg (Camer1) a Bay Area artist of some note. Cameron started out as an award-winning graffiti artist and has now traveled throughout the United States painting a variety of community murals. Cameron picked the theme of nature for the HNC to help us create a relaxing and calm outdoor environment.

- **Unique landscaping and fencing details**

Because the HNC is on the City Government campus and also adjacent to local businesses, we wanted the area to be enclosed, for privacy of the participants, but also esthetically pleasing, for our neighbors. The complex is surrounded by a beautifully designed and executed redwood fence that accommodates places for the artistic murals with openings for site security. We had originally hoped that the community would be actively engaged in the process of landscaping and a community "Make a Difference Day" project was in the works, until the health pandemic precluded this effort. However, the City's Community Services Department, through their landscape architect and their Parks/Parks Maintenance Division, came to assist. While community members couldn't physically help put in the drip irrigation system and add plants, they did write checks to support the project. The City raised over \$31,000 to help with the landscaping, outdoor tables, and shade coverings, which add to the overall ambiance of the complex.

## **Project Funding and Costs**

- **Funding sources**

As originally anticipated, the construction and operation of the Housing Navigation Center will be funded by a mix of state, city and county funds. Through FY 2022/23, which includes 3 years of operation, the City anticipates a total of \$9.47 million in funding, as summarized in the table below.

Source of Funding	Amount
1. State funds	\$5.25 million
2. City funds	\$3.23 million
3. County Funds	\$0.96 million
4. Donations	\$0.03 million
<b>Total:</b>	<b>\$9.47 million</b>

Approximately \$5.25 million in State funds includes \$1.47 million from the Homeless Emergency Aid Program (HEAP), \$100,000 from California Emergency Solution and Housing (CESH), up to \$1.76 million from the Homeless Housing, Assistance and Prevention (HHAP) Program and \$1.93 million in Permanent Local Housing Allocation (PLHA) authorized by the Building Homes and Jobs Act (SB2, 2017).

City funds of approximately \$3.24 million include the unspent portion of one-time homeless General Fund dollars appropriated by the City Council in FY 2017/18, as well as the unallocated balance in the City-Funded Affordable Housing Fund. The Alameda County Social Services Agency has committed \$320,000 in annual operating funds. The City has also received over \$31,000 in cash contributions, in addition to many in-kind contributions.

- **How much was the total construction cost of the HNC? Was this over/under budget?**  
Staff anticipates the final HNC construction cost at approximately \$2.84 million. The preliminary construction estimate was \$2.37 million. Unanticipated costs included utilities, connectivity, bathroom reconfigurations, and improved fencing.
- **What is the total cost to the program operations? What operations services does this include?**

**BACS Contract Details:**

The City has entered into a 3-year operating agreement with BACS, with the initial term of FY 2020/21, FY 2021/22 and FY 2022/23. The City may extend the initial term for two additional optional years. Due to COVID-19, BACS will begin HNC operations at a reduced capacity of 25 participants, to comply with social distancing guidelines. Under normal operations, the HNC will serve 45 participants.

As summarized below, total compensation under the 3-year agreement may not exceed \$6,453,240. The FY 2020/21 budget is less than subsequent years due the reduced number of participants under COVID-19 safety requirements. The agreement includes a \$245,300 contingency, should COVID-19 restrictions be lifted earlier than anticipated, allowing BACS to increase the number of participants to 45.

**HNC 3-Year Operating Budget**

Fiscal Year		Total Operating Budget	With Contingency (Pending additional Authorization)	
2020/21		\$1,824,020	\$245,300	\$2,069,320
2021/22		\$2,314,610		\$2,314,610
2022/23		\$2,314,610		\$2,314,610
<b>Total Not to Exceed:</b>		<b>\$6,453,240</b>	<b>\$245,300</b>	<b>\$6,698,540</b>

**Summary of Operating Costs:**

Under normal operations, roughly 90% of the operating budget will be used to provide services, support, and amenities for the HNC participants. Approximately 27% of the budget **(\$630,000) will be used as flex fund**. Flexible funding is important for assisting HNC participants with permanent stable housing placements and may be used to assist with first and last month rental deposits, security deposits; titrated rental assistance; or a bedroom set-up. Funds may also be used for fees to clear records; employment costs such as clothing, tools, or trade schooling; or automobile registration. BACS is committed to providing 24-hour support and supervision for the HNC. Therefore, approximately 49% of the budget (\$1.14 million) is dedicated to 18 FTE staff, which includes a Program Manager and .5 FTE Property Manager, as well as 4 FTE Housing Navigators, 2 FTE Outreach Coordinators, and 10 FTE Peer Site Managers.

Category	Amount	% of Costs
Staff (18 FTE)	\$1,144,490	49%
Flex funds and Housing Subsidies	\$630,000	27%
Meals (45 meals/day @ \$4 meal) (During COVID-19, 25 meals/day @ \$4 meal)	\$65,700	3%
Furniture	\$50,000	2%
Maintenance, Utilities and Insurance	\$214,000	9%
Administrative Overhead Costs	\$210,420	9%
<b>Total</b>	<b>\$2,314,610</b>	<b>100%</b>

- **How long do we anticipate being able to operate the center? What will be the funding source(s)?**  
As described above, the City has identified funding sources sufficient to operate the HNC through FY 2022/23, the initial term of the operating agreement with BACS. Beyond June 2023, some ongoing funding sources have been identified, while additional sources will need to be identified. Given the extent of the ongoing homeless crisis in California, staff anticipates additional funding opportunities from the State and County.
- **The need for future funding?**  
Given the extent of the ongoing homeless crisis in California, City staff anticipates additional funding opportunities from the State and County.

**Donors and Support**

- **Donations received in direct support of the construction**  
Over \$31,000 was raised for landscaping benches and tables and shade features for the center. The County's Social Service Agency pledged \$320,000 to assist with the center's operating costs.
- **Supplies, material donations received**  
Many donations were received to welcome the participants, including new bedding (sheets, pillows, comforters, and quilts), towels, new clothing items, and amenity products. An estimate of value of in-kind donations received so far is over \$7,500.

- **Donors and contributors**

The list of donors is long and includes businesses, individuals and families, youth groups, the City's employee organization CFEA, service clubs, faith organizations, and local non-profits.

## **Fremont Homelessness Statistics**

- In July 2019, the City of Fremont identified 133 encampment sites; as of June 2020, that number has increased to 189 encampment sites of which 40 were considered active encampments. This number fluctuates in size and scale and as people move or are asked to leave an area. For purposes of tracking homeless camps/encampments, the definition City staff is using in Fremont for encampments includes a camp that has provisions set up for cooking, living, and sleeping such as a tent or other makeshift living quarters. This can include one or more individuals at the same location.
- Of the 608 homeless counted in Fremont, 485 are without shelter.
- In Fiscal Year 2019/20, which runs July 1, 2019 – June 30, 2020, Fremont used approximately 1,260 contractor work hours and conducted biweekly cleanups that removed 127.55 tons of debris, which was a significant increase from the previous year.
- In February 2019, the results of the Alameda County Point-in-Time Count & Survey showed a 27% increase in those experiencing homelessness in Fremont, with as many as 608 individuals, living on the streets in tents or vehicles. More recent data indicates that for each person successfully exiting homelessness in our county, three new people are becoming homeless.
- During the current public health pandemic, many households in Fremont have found themselves struggling economically with housing stability. Community members have lost jobs and small local businesses have been forced to close. Many are relying on the current eviction moratorium to keep roofs over their families' heads.
- It is unfortunately likely that one of the long-term effects of the Coronavirus Pandemic will be that our unsheltered population will continue to grow as economic issues are among the most critical factors contributing to homelessness.
- Non-economic factors also play a role in homelessness, such as psychological or physical disabilities, learning disorders, post-traumatic stress, medical conditions, drug and alcohol dependence, past abuse, or some combination of these.
- The Police Department notes that roughly 10% of their calls for service are related to concerns or disturbances involving homeless persons, often taking them away from more serious matters.
- Homelessness in and of itself is not a crime and people without shelter or housing are often victims of crime at a higher proportion than the general population.

## **Other Homeless Initiatives and Projects**

- **Homeless Services Manager (new position; started in June 2020)**  
Laurie Flores, in the Human Services Department, was selected to be the City's first Homeless Services Manager, she will be responsible for the development of program services for homeless individuals such as the Winter Shelter, the Clean Start Mobile Hygiene Unit, the Islander Motel (a temporary housing effort for some homeless individuals during COVID-19), collaboration with BACs, operator of the HNC and the Wellness Center (a day center for the Homeless and other non-profit agencies working to provide medical and housing related services). She will also be working on helping to better coordinate multiple City departmental functions which impact the homeless

population such as garbage/debris control, abatement of unsafe situations, crisis intervention, hygiene and PPE/food dispersal to the homeless during the COVID Pandemic.

- **Winter Shelter**

The City will again operate a winter shelter for the homeless at the Fremont Senior Center, then transitioning to the Teen Center in Central Park. The center will operate on a pre-registration basis as it did last year. Special mask and social distancing protocols will be in place. The Mobile Hygiene Unit will be available for showers. Dinner and breakfast will be provided.

- **MET Team Expansion**

In 2017 a special team was created among Fremont Police Department officers, and Human Services Department and Washington Hospital mental health workers. It was called the Mobile Evaluation Team (MET) and was designed to respond to mental health crisis situations. The combined skill sets of officers combined with mental health specialists has proven to work well in getting individuals and often their families connected to appropriate mental health services and resources in the community. The team has also proven successful in working with members of the homeless population, especially when mental health and substance use problems arise. Individuals are often connected to resources and services and may also be transported safely to medical facilities when needed. Both the Police Department and Human Services Department are working to expand the team with additional staff from both departments, as it has proven to be an innovative and successful adjunct to more traditional law enforcement efforts to work with homeless residents.

- **Safe Parking**

About 40% of Fremont's homeless population reside in automobiles and RVS. Safe parking on our streets for this population continues to be a challenge. The City is currently exploring models being used by Alameda County and other jurisdictions to create some safe parking areas, which could provide basic amenities, for those living in vehicles. This problem is being looked at on a regional (Tri-City) basis and could include a rotational model of parking assistance where each city might offer parking accommodations for several nights a week and vehicles could rotate among those sites.

## **Additional Resources**

- Information about the project, including previous staff reports, can be found on a dedicated webpage at [www.Fremont.gov/NavigationCenter](http://www.Fremont.gov/NavigationCenter).
- Video tour of Housing Navigation Center can be viewed beginning on August 31 at 6:00 pm at [www.Fremont.gov/HNCOpenhouse](http://www.Fremont.gov/HNCOpenhouse)
- For the full methodology of how the proposed locations were chosen, please read the [June 18, 2019 City Council Special Meeting-Work Session Staff Report](#).
- Additional questions that haven't already been answered can be submitted to [hnc@fremont.gov](mailto:hnc@fremont.gov).



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**On Site Services:**

- No walk-ins
- Adults only
- Up to 6 month stay
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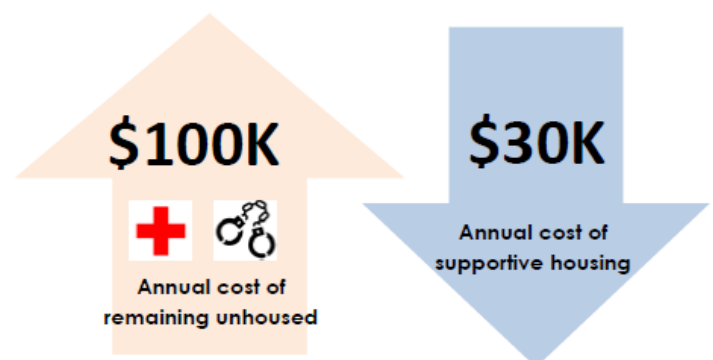
**WHAT IS A HOUSING NAVIGATION CENTER?**

A Navigation Center provides comprehensive services to its participants, including health and wellness resources, employment assistance, substance abuse services, and counseling. Housing Navigators provide intensive case management and work with participants to connect them to stable income, and permanent housing through advocacy, landlord liaisons and housing search.

**Participants and Housing Navigators assume a partnership in finding and applying for appropriate housing opportunities.** Once placed, follow up services are provided to help stabilize participants in their new home.

Comprehensive, wraparound services will be provided by an experienced non-profit service provider with significant credentials in working with homeless participants. This non-profit service provider will conduct intake and referrals to appropriate service agencies. Once intake is complete, the Navigation Center will be responsible for participant care.

The most vulnerable are also often frequent users of emergency, psychiatric, and medical services, and public safety assistance; they incur the highest public costs. **A frequent user of emergency services can cost taxpayers \$100,000 annually.** Conversely, **rental subsidies and permanent supportive housing can cost \$20,000-\$35,000 annually\*.**



\* Home Not Found, 2015, study of Santa Clara County